

9 April 1976

Although under Executive Order 11905 the ICS may well achieve basic autonomy from CIA from a substantive point of view, it would seem that unless the ICS is established by Congress as a legally separate organization, its basic administrative support will still be provided by CIA.

With this basic premise in mind the question then remains:

"How and in what form will the administrative support be structured to handle daily normal requirements, as well as those that arise of an expedite nature, when the ICS is relocated [redacted]"

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By way of background the present ICS, as part of the DCI's staff complex, has an authorized strength figure of [redacted] development complement positions. This total may increase to approximately [redacted] There is also an additional work force of approximately 20 individuals who work with the ICS on a non-reimbursable basis. The ICS presently has no administrative staff, per se, as the executive officer and his assistant are the focal point for admin matters within the staff. They, in turn, deal with the DCI Administrative Officer and his staff assistants for security, personnel, logistics, and budget/finance matters. This system has been reliable and generally efficient due in some degree to the close proximity of the two respective staffs on the seventh floor

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of Headquarters building. The projected move [] plus the ICS' new independent role in the Intelligence Community, now raises the question of what administrative structure will best serve the needs of the ICS and the Agency in this new location.

Although the IC Staff is presently one of eight such entities comprising the offices of the DCI Area, it presently accounts for [] of the presently authorized DCI personnel ceiling requirements (this does not include the approximately 20 people who also work with the ICS on a non-reimbursable detail). In addition the Staff, by virtue of its mission under Executive Order 11905 to fully support the newly established Committee on Foreign Intelligence (CFI), is an extremely senior group having approximately 37% of its reimbursable personnel in the rank of GS-15 to GS-18/EP, or equivalent.

Because of its formidable staff, its new posture in the Intelligence Community, plus its physical separation from the basic CIA administrative structure at Headquarters, the ICS must have a responsive administrative unit that can quickly plug into all facets of administration-- both from the standpoint of routine day-to-day matters, and also handling the crash requirements we anticipate will occur on a rather frequent basis.

One critical and pivotal point concerning the administrative structure of ICS will be the budget. If, as we anticipate, the ICS budget will be separate from that of the CIA, it would seem only proper that the administrative budget control rest within the authority and direction of the Deputy Director for the Intelligence Community. With this in mind, a separate budget/finance officer responsible for developing and controlling an independent ICS budget for the DD/ICS would appear justified. Such an officer would also have certifying authority over expenditure of the ICS funds, thereby providing a centralized control within the ICS for formulating and expending a separate ICS budget under the direction of the DD/ICS.

If the budget process is to be separate, then it would seem most logical that the other administrative functions ^{should} also be handled in the same manner. The formulation of a separate ICS admin staff would provide the DD/ICS with the flexibility needed to cope with the myriad of problems that will result from locating in a new isolated area with an expanding organization. It is also highly unlikely that the DCI/Admin staff would feel it could provide general administrative support to the ICS if it, in fact, was not involved with the ICS budget.

Although we have no direct experience factor to go by, it would appear that an independent ICS administrative staff could be established as follows:

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1. The attached paper presents one point of view but overlooks one very basic point. That point is that the DCI will now have two deputies: a deputy for the community, and a deputy for the CIA. It is my understanding that the two deputies will be equal in stature, and if that understanding is correct, then the writer has missed a very important point.

2. Paragraph 3 of the paper agrees that a separate ICS is a reasonable approach. The question then becomes "if the deputy for the community is independent of the CIA, why then should his budget be subject to control by the AO/DCI"? In fact, once the ICS is separated from the DCI administrative complex, with the exception of the DCI, the remaining six "independent" offices will all be CIA activities. Under the new concept, these offices will be under the direction of the deputy for the CIA. Therefore, the term "separate" becomes a great deal more important.

3. It is recognized that an independent ICS will still have to look to the DDA for administrative support and that they are part of CIA. However, the key issue here is control of the budget and as long as the ICS has an independent budget, they will be able to direct their own activities to the extent that funding is available.

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4. The writer agrees that "a modest expansion of administrative personnel assigned to the staff" will be necessary. Therefore, the question becomes one of size and delineation of duties. The writer's analogy that supporting a [] audit staff located in the Key Building and supporting the ICS in their new location presents the same problems is, however, incorrect for the following reasons:

(a) personnel staffing of [] (b) grade structure; (c) community mission vice internal CIA mission; (d) separate building owned and maintained by the U.S. Government vice leased space in a commercial building maintained by the owners; (e) age difference of the two buildings.

5. The addition of three individuals recommended by the writer would do nothing more than add yet another layer of administrative personnel to an already cumbersome arrangement. For example, logistics requirements would be passed from the ICS administrative staff to the DCI administrative staff, who would in turn pass the requirement to the Office of Logistics. Such an arrangement would be necessary because not only would the DCI administrative staff control the ICS budget, they would also control the processing of requisitions for ICS.

6. It is recommended that ICS establish a completely separate administrative function. Anything less than total separation will

leave the ICS in the position of competing with six other offices in the DCI complex for resources. Complete administrative independence from the DCI administrative office would require a staff of six people as follows:

Chief, Administrative Section/ Logistics Officer	GS-14
Deputy Admin/Personnel/ Training Officer	GS-13
Budget/Finance Officer	GS-13
Admin Asst Finance/Personnel	GS-11
Admin Asst Logistics/Graphics	GS-11
Secretary Steno	GS-07

Duties and responsibilities of each individual would be as follows:

Chief, Administrative Section/Logistics Officer

- Manage the day-to-day administrative business of ICS and supervise the administrative staff.
- Deal directly with appropriate DDA offices on matters related to logistics, security, maintenance of the building.
- Function as security officer for ICS.

Deputy Chief Admin Section/Personnel/Training Officer

- Serve as deputy chief of administrative section.

- Provide total personnel support such as career counseling, reassignments, promotions, training, etc.
- provide interface with the Office of Personnel and other career services of personnel assigned to the ICS.

Budget/Finance Officer

- Develop and manage all aspects of an independent ICS budget.
- Manage a disbursing facility for making travel advances.
- Be appointed as certifying officer for ICS.
- Function as ICS finance officer and provide interface with the Office of Finance.

Admin Assistant Personnel/Finance

- Custodian of Imprest Fund.
- Function as T/A clerk of ICS and provide necessary interface with the payroll section/Office of Finance.
- Assist the finance and personnel offices in maintaining records, files and statistics.
- Disburse funds in the absence of the Finance officer.

Admin Asst Logistics/Graphics

- Provide graphics support as required.
- Provide interface with Office of Logistics P&PD on graphics/photo/printing requirements.

- Function as publications officer for ICS.
- Function as ICS accountable officer for property and maintain Type II financial property records.
- Monitor the building supply room and provide interface with Headquarters Building Supply Branch on upkeep of the supply room.
- Assist with building maintenance, parking, escorting visitors, etc.

Secretary Steno

- Provide secretarial support as required.

STAT 7. This organizational structure is similar to the support structure at and other Headquarters activities. Once the move is accomplished and routine procedures are developed, the services of a full-time security officer will not be required. These functions can be covered by the chief of admin and his deputy with the Office of Security providing emergency assistance if necessary. The assignment of a security office on a 60-day TDY assignment should confirm this position.

8. This organizational structure would provide for total independence from the present AO/DCI arrangement. In the event that it is necessary to reduce the number of personnel from six to five,

the functions of the administrative assistant/finance/personnel, could be distributed as follows:

- Secretary of finance officer be custodian of the Imprest Fund.
- The time and attendance function be decentralized and be accomplished by branch or division.
- Secretary could provide assistance to the finance/personnel officer as required.
- The personnel office could be an alternate custodian of funds and disburse money during an extended absence of the finance officer.

9. It would not be difficult to justify these positions as they all represent full-time employment and represent the minimum number of people necessary to provide meaningful support for the ICS. This paper presents the chief administrative section as a logistics officer because the largest problem area should be logistics orientated. However, this position can be occupied by any of the DDA career service personnel. For example, if the chief is from the personnel career field, the second individual could be a logistics officer.

10. It is recommended that as soon as the administrative staffing is approved, these individuals should be selected and assigned

to the ICS as soon as possible. Early assignment would permit them to organize as a group, draft operating procedures, and provide for a smooth transition period prior to moving into the new building.